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SECURITY INFORMATION

CENTRAL INTELLIGENCE AGENCY
OFFICE OF NATIONAL ESTIMATES

16 May 1952

MEMORANDUM FOR THE INTELLIGENCE ADVISORY COMMITTEE

SUBJECT: Procedures Concerning Intelligence Deficiencies in
National Intelligence Estimates

1. The attached memorandum supersedes the memorandum of the same subject dated 14 May 1952.
2. Holders of the 14 May memorandum are requested to attach its TAB "A" to the present memorandum, and to delete the brackets appearing in line 2 of paragraph 4 b (1) of page 3, as well as, the footnote on that page.
3. The present memorandum and TAB "A" will be put on the agenda of the next IAC meeting.


D/Asst. Director/Adm.
National Estimates

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Distribution "A"

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OFFICE OF NATIONAL ESTIMATES

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MEMORANDUM FOR THE INTELLIGENCE ADVISORY COMMITTEE

SUBJECT: Procedures Concerning Intelligence Deficiencies in
National Intelligence Estimates

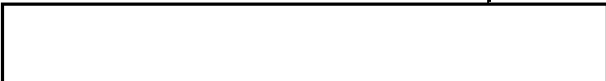
1. The IAC representatives and the Office of National Estimates have considered the desirability of holding meetings, in appropriate cases, following the publication of National Intelligence Estimates, to go into intelligence deficiencies revealed in the preparation of NIE's. The IAC representatives believe that because of the additional workload involved in such procedures, formal IAC approval should be obtained.

2. An outline of general procedures to be followed in relation to intelligence deficiencies, both during and after publication of an estimate, is attached hereto as TAB "A". The IAC is not requested to approve these specific procedures.

3. Recommended Action:

It is recommended that the IAC:

- a. Approve the conducting of meetings, in appropriate cases, following completion of an estimate, to consider intelligence deficiencies revealed in the preparation of the estimate.
- b. Approve the submission to the IAC for noting, of future agreed statements of intelligence deficiencies, in appropriate cases, together with recommendations for reference of such statements to appropriate agencies.


SHERMAN KENT
Assistant Director
National Estimates

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CENTRAL INTELLIGENCE AGENCY
OFFICE OF NATIONAL ESTIMATES

14 May 1952

MEMORANDUM FOR THE INTELLIGENCE ADVISORY COMMITTEE

SUBJECT: Procedures Concerning Intelligence Deficiencies in
National Intelligence Estimates

1. The IAC representatives and the Office of National Estimates have considered the desirability of holding meetings, in appropriate cases, following the publication of National Intelligence Estimates, to go into intelligence deficiencies revealed in the preparation of NIE's. The IAC representatives believe that because of the additional workload involved in such procedures, formal IAC approval should be obtained.

2. The IAC representatives have further considered whether, as the outcome of such meetings, statements of intelligence deficiencies should be submitted to the IAC itself for noting or should be referred directly to appropriate agencies. Since the IAC representatives have been unable to reach agreement as to which of these alternatives should be pursued, the question is referred to the IAC.

3. An outline of general procedures to be followed in relation to intelligence deficiencies, both during and after publication of an estimate, is attached hereto as TAB "A". The IAC is not requested to approve these specific procedures.

RECOMMENDATION

That the IAC:

- a. Approve the conducting of meetings, in appropriate cases, following completion of an estimate, to consider intelligence deficiencies revealed in the preparation of the estimate.

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And, in the alternative, either

- b. Approve the submission to the IAC for noting, of future agreed statements of intelligence deficiencies, in appropriate cases, together with recommendations for reference of such statements to appropriate agencies.

Or

- b. Approve the preparation by the IAC representatives and the Office of National Estimates of such agreed statements and their direct transmission to appropriate collection and production agencies.

SHERMAN KENT
Assistant Director
National Estimates

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TAB "A"

PROCEDURES FOR REDUCING INTELLIGENCE DEFICIENCIES
IN NATIONAL INTELLIGENCE ESTIMATES

1. When terms of reference are circulated, agencies will be requested to ascertain at once items in their fields regarding which there is inadequate intelligence. Each agency will refer such items to appropriate collection agencies with a request that needed intelligence be secured, when practicable, in time for use in the estimate.

2. During the preparation of the integrated draft, inadequacies that are discovered in contributions will be referred to the contributing agencies for elaboration. This may be done in writing or through informal conference. Sometimes the elaboration will be a matter of research. At other times collection may be necessary.

3. During the time when the draft estimate is before IAC representatives, if the inadequacy of available intelligence is ascertained, the requirement may be discussed either within the meeting or informally outside it. If a subsequent draft is circulated, this draft will note the requirement with a statement that the appropriate agency either has been or is thereby requested to clarify or amplify the point.

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4. After an estimate is finished, each agency will collect comments from appropriate sources and refer them to the Assistant Director for National Estimates. On the basis of these comments, supplemented by its own views, the Office of National Estimates will pursue one of the two following courses:

- a. Prepare a "Consolidated Critique" containing the comments received from agencies and also O/NE views, with a summary indicating weaknesses in the conclusions or supporting evidence that are suggested either by the comments or by O/NE itself. Such a "Consolidated Critique" will be circulated to the agencies for information.
- b. On its own initiative or at the request of any of the participating IAC agencies, draft a proposed "Statement of Intelligence Deficiencies." This will include intelligence deficiencies pointed out in comments received from agencies and also those believed by O/NE to exist. Following circulation of this draft Statement, O/NE will convene a meeting to be attended by representatives of the agencies, and of the Secretary of the IAC (who is also the Assistant Director for Intelligence

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Coordination, CIA). The purpose of this meeting will be (1) to determine whether agreement exists among the estimators that existing intelligence is inadequate and in what respects; (2) to determine whether need for corrective action is indicated in the collection or production fields. After this meeting the ensuing procedure will depend on whether agreement is reached on point (1), as follows:

- (1) If such agreement is reached, the Statement will ~~be~~ forwarded to the IAC for noting^{*} as an "Agreed Statement." This Statement may be accompanied by recommendations for action, if appropriate, or by a statement that no specific action is recommended and that each agency will take continuing action within the field of its responsibilities.
- (2) If agreement is not reached on point (1), no "Agreed Statement" will be forwarded to the IAC. O/NE will forward its Statement (revised if necessary) to the Director of Central Intelligence, indicating which

~~*Alternative wording for portion in brackets: "be transmitted directly to the appropriate collection and production agencies"~~
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agencies concur in it and which disagree, and the Director may then take appropriate action.

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